



MEASURING PUSH, PULL AND PERSONAL FACTORS AFFECTING TURNOVER INTENTION: A CASE OF UNIVERSITY TEACHERS IN PAKISTAN

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Abstract: *It has been observed that professional and qualified teacher's retention become a challenge for Higher Education Institutions (HEIs) in Pakistan as the turnover rate has been significantly increased in recent years. The main objective of this paper is to access personal, push and pull factors and to find out that which factors contribute more to turnover intention. Primary data were collected from 100 teachers of 5 HEIs using questionnaire methods. The results indicate that all factors (personal, pull and push) have contributed in the employees' turnover intentions. However, some facets of personal factor have significantly contributed in turnover intentions.*

Keywords: *Turnover, Higher Education Institution, Job Quit, Personal Factors, Push Factors, Pull Factors*

Jel Codes: J63

1. INTRODUCTION

Employees' turnover is a well-recognized issue of critical importance to the organizations. For example, in 1995, the average monthly resignation rates were

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3.4%, 2.9%, and 2.7% in Singapore, South Korea, and Taiwan, respectively (Barnard and Rodgers, 1998). Lack of employees' continuity involves high costs in the induction and training of new staff. Organizational productivity is also one of the challenges that arise as a consequence of turnover (Siong et al, 2006). In case of higher educational institutions, the cost of employees' turnover is higher as human resources with knowledge and competences are the key assets and it affects the academic and research activities of the organizations. Quitting in the mid of semester, the affect is very high as it is difficult for both the university to arrange the substitute and student to adjust/accept new faculty in the mid of course. Employee's turnover is a widely researched phenomenon. A huge amount of theoretical and empirical literature identified various factors/reasons responsible for employees' turnover. However, there is no standard reason why people leave organization (Ongori, 2007).

In the last decade, the higher education sector in Pakistan has gone through many fundamental changes. The Higher Education Commission was established as University Grant Commission was less effective in promoting higher education. The government funds for the promotion of higher education has been increased as a result the number of higher education institutions (public and private) has been increased. It has been observed that professional and qualified teacher's retention become a challenge for higher education institutions in Pakistan as the turnover rate has been significantly increased in recent years. According to Ali (2008) lecturers' turnover in private colleges at Pakistan is more than 60% on average.

In this paper an effort has been made to find out and understand various personal, pull and push factors and their relationship which contribute in the intention of universities teachers to quit a job.

The purpose of this paper is to find out the intentions of employees to quit a job by taking a case of university teachers in Pakistan. More specifically to find out that which factors is more significantly contributing in the intentions of employees to quit job.

The manuscript is organized in 6 parts/sections. After introduction in section 1 (above), literature review is presented in section 2. Section 3 provides theoretical framework followed by methodology in section 4. Result and discussion is carried out in section 5. Paper concludes in section 6.

2. LITERATURE REVIEW

The importance of employee's retention and cost of employees' quitting is well known in the literature. Quitting of an employee means quitting of tacit knowledge and loss of social capital. Turnover increased operation cost and cost on induction and training (Ongori, 2007 and Amah, 2009).

The available literature indicated various factors that why employees quit job. There is also much discussion on the relationship between various factors and turnover. For example, Mobley's (1977) study focused on the relationship between job satisfaction and turnover. Mohammad (2006) worked on the relationship between organization commitment and turnover. Another study to show the relationship between work satisfaction, stress, and turnover in the Singapore workplace was conducted by Tan and Tiong (2006). A study on the relationship between adverse working condition and turnover is carried out by Böckerman and Ilmakunnas (2007). Rahman, Naqvi and Ramay (2008) carried out a study in Pakistan to find out the relationship between Job satisfaction, organizational commitment, perceived alternative job opportunities and turnover intention. Steijn and Voet (2009) also showed the relationship between supervisor and employee attitude in their study. A research was conducted in China to show the relationship between job satisfaction, organizational commitment or career commitment by Zhou, Long and Wang (2009).

The results of each study were different as each study was carried out in different countries (having different socio-economic and culture), in different setting, for different organizations and used different independent variables. Review of various research studies indicated that employees resign for a variety of reasons, these can be classified into the following:

2.1 Demographic Factors: Various studies focus on the demographic factors to see turnover across the age, marital status, gender, number of children, education, experience, employment tenure.

2.2 Personal Factors: Personal factors such as health problem, family related issues, children education and social status contributes in turnover intentions. However, very little amount of empirical research work is available on personal related factors. There is another important variable "Job-Hopping" also contributes in turnover intentions. When there is a labor shortage, employees have plenty of jobs available. Consequently, they can afford to switch jobs for a few extra dollars. Many employees are believed to job-hop for no reason or even for

fun. For example, an employee changes his or her job because some of his or her friends or relatives have done so. Employees may job-hop over trivial things such as a dislike for the hairstyle of the boss. Or, if an employee faces a minor problem (e.g., minor disagreement with the boss or other colleagues), he or she may simply resign (Debrah, 1993:1994). Unrealistic expectation of employee is also an important personal factor which contributes in turnover. Many people keep unrealistic expectations from organization when they join. When these unrealistic expectations are not realized, the worker becomes disappointed and they quit. One of the personal factors which have been missed in many research studies is the inability of employee to follow organizations timings, rules, regulations, and requirement, as a result they resign. Masahudu (2008) has identified another important variables "employers' geographic location" that may determine turnover. The closeness of employees to their families and significant others may be a reason to look elsewhere for opportunities or stay with their current employers. For instance, two families living and working across two time zones may decide to look for opportunities closer to each other.

2.3 Push Factors / Controlled Factors: Push factors are aspects that push the employee towards the exit door. In the literature it is also called controlled factors because these factors are internal and can be controlled by organizations. According to Loquercio (2006) it is relatively rare for people to leave jobs in which they are happy, even when offered higher pay elsewhere. Most staff has a preference for stability. However, some time employees are 'pushed' due to dissatisfaction in their present jobs to seek alternative employment. On the basis of available literature, push factor can be classified into:

2.3.1 Organizational Factors: There are many factors which are attached with an organization and work as push factors for employees to quit. Among them which are derived from various studies are: salary, benefits and facilities; size of organization (the number of staff in the organization); location of the organization (small or big city); nature and kind of organization; stability of organization; communication system in organization; management practice and policies; employees' empowerment. There is another push variable called organizational justice. According to Folger & Greenberg (1985), organizational justice means fairness in the workplace. There are two forms of organizational justice: distributive justice, which describes the fairness of the outcomes an employee

receives; and procedural justice, which describes the fairness of the procedures used to determine those outcomes.

2.3.2 Attitude Factors: In the literature, attitude is another kind of push factor which is mostly attach with employee behavior. Attitude factors are further classified into job satisfaction and job stress.

Job satisfaction is a collection of positive and/or negative feelings that an individual holds towards his or her job. Satisfied employees are less likely to quit. Job satisfaction is further divided into extrinsic factors and intrinsic factors. Extrinsic factors include variables such as job security, physical conditions/working environment, fringe benefits, and pay. Intrinsic factors include variables such as recognition, freedom, position advancement, learning opportunities, nature, and kind of job and social status (workers with a high hierarchical position who link their social position with their job want to retain it).

Job stress includes variables such as role ambiguity (e.g. my job responsibilities are not clear to me), role conflict (e.g. to satisfy some people at my job, I have to upset others), work-overload (e.g. it seems to me that I have more work at my job than I can handle) and work-family conflicts (e.g. my work makes me too tired to enjoy family life).

2.3.2 Organizational Commitment: There are many factors which are attached with employee and organization and work as push factors for employee to quit. Organizations are interested in not only finding high performing employees, but those who will be committed to the organization. Similarly employees are also interested to work in an organization which is committed to pursue their carriers and benefits. Organizational commitment is recognized as a key factor in the employment relationship and it is widely accepted that strengthening employment commitment, reduce turnover (Mohammad, 2006). Johns (1996) defines organizational commitment as “an attitude that reflects the strength of the linkage between an employee and an organization.” Ugboro (2006) identified three types of organizational commitment: affective, continuance and normative, detail of which is given below:

- Affective commitment is employee emotional attachment to the organization. It results from and is induced by an individual and organizational value congruency. It is almost natural for the individual to become emotionally attached to and enjoy continuing membership in the organization.
- Continuance commitment is willingness of employee to remain in an organization because of personal investment in the form of nontransferable

investments such as close working relationships with coworkers, retirement investments and career investments, acquired job skills which are unique to a particular organization, years of employment in a particular organization, involvement in the community in which the employer is located, and other benefits that make it too costly for one to leave and seek employment elsewhere.

- Normative commitment is induced by a feeling of obligation to remain with an organization.

According to Ongori (2007), organizational commitment is an affective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization.

2.3.3 Pull Factors (Uncontrolled Factors): Pull factors are those reasons that attract the employee to a new place of work. In some papers pull factors are named as uncontrolled factors because it is out of the control of organizations. Various pull factors derived from literature are: high salary, career advancement, new challenge and interesting work, job security, good location of company, better culture, life-work balance, more freedom/autonomy, well reputation of organization, vales, more benefits, good boss.

3. THEORETICAL FRAMEWORK

This research study has three independent variables namely personal factors, pull factors and push factors and one dependant variable i.e. turnover intention The purpose of the study (as mentioned above) is to find out the relationship between independent variables and dependent variable. Moreover, to see to what extent personal, pull and push factors contributes in the employees' turnover intention in the HEIs of Pakistan and which factor contribute significantly. .

The following hypothesis were tested in this study

- H1: There is relationship between personal factors and turnover intentions
- H2: There is relationship between pull factors and turnover intentions
- H3: There is relationship between push factors and turnover intentions
- H4: Personal factors will have significant contribution in turnover intentions
- H5: Pull factors will have significant contribution in turnover intentions
- H6: Push factors will have significant contribution in turnover intentions.

Following model (Figure 19) depicts the relationship among the independent and dependant variables, forming the theoretical framework.

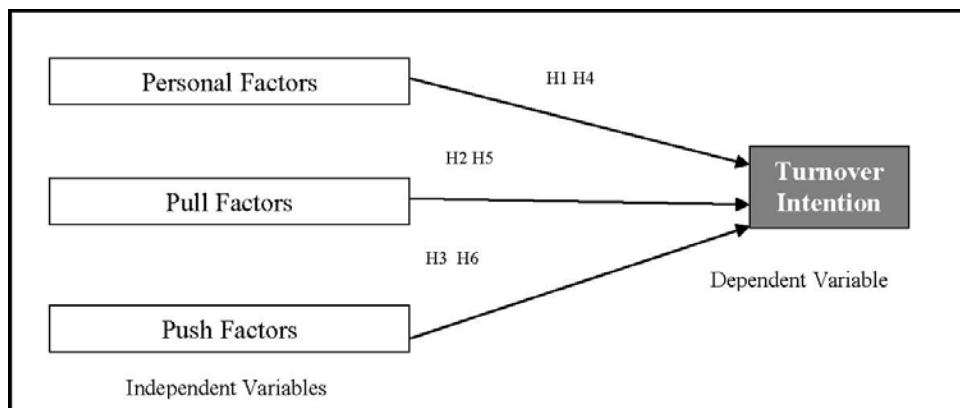


Figure 19 *Theoretical Framework*

4. METHODOLOGY

4.1 Data Collection: Data were collected from 100 teachers of 5 Higher Education Institutions of Pakistan (COMSATS Institute of Information Technology, Abbottabad, Hazara University, University of Engineering and Technology, Abbottabad Campus, Post Graduate College Abbottabad, and COMWAVE College, Abbottabad) using questionnaire methods. In questionnaire each statements was measured using a 1-5 Likert Scale with a rating of 1 indicating “Strongly Disagree” and a rating of 5 indicating “Strongly Agree.” The questionnaire was divided into 5 Parts. Part A contains questions regarding sociodemographic factors of the teachers, Part B personal factors, Part C pull factors, Part D push factors, and Part E questions regarding intentions of teachers to quit job.

4.2 Study Sample: Total 75 questionnaires were distributed in COMSATS Institute of Information Technology, Abbottabad, out of which 51 were received. Similarly, 30 questionnaires were circulated in Hazara University, out of which 23 were returned back. Questionnaires sent to University of Engineering and Technology, Abbottabad campus were 15, out of which 17 were received. 30 questionnaires were distributed among the faculty of Post Graduate College Abbottabad, out of which 16 were received. Lastly out of 10 questionnaires circulated in COMWAVE College, 3 were returned back. Thus, total sample questioners received and used in this study were 100.

4.3 Variables Used: The following variables were used in this study:

4.3.1 Dependent Variable: Turnover intentions, the dependent variable of the study, were assessed using two statements. The statements in the instrument measure the probability of university teachers' intention to leave the organization with the following statements: 1) "As soon as I can find a better job, I will quit at this organization"; 2) "I often think about quitting my job". Each statement is represented with 5 points Likert Scale to indicate their intention of leaving the organization in the near or distant future. A higher score indicates a higher intention to leave the organization.

4.3.2 Independent Variables: Personal, pull and push factors are the independent variables in the study. Personal, pull and push factors were measured using five points Likert Scale from strongly disagree to strongly agree. Personal factors were consisted of 12 questions, pull factor 15 questions, and push factor having 19 questions.

4.3.3 Statistical Methods: Correlation was used to find out the relationship between dependent variable (Turnover Intentions) and independent Variables (Personal, Push and Pull Factors). In other words, correlation was used to test hypothesis H1, H2, and H3. Regression analysis was conducted on the data to find out how much personal push, and pull variables contribute in turnover intention. In other words to test hypothesis H4, H5 and H6 regression model was used.

5. RESULTS AND DISCUSSION

5.1 Respondents' Profile:

Total 5 HEIs were selected randomly for data collection. Data were collected from 100 teachers of HEIs using questionnaire method. Out of 100 participants, 67% were females and 33% were males, 79% were married and 21% were unmarried. The qualifications of participants were PhD (9.0%), MS/Mphil (60%), and Master (31.0%). The positions of respondents were Lecturer (79%), Assistant Professor (20%), and Professor (1%). Out of 100 participants, 10% belong to age group of 25-30 years, 82% to age group of 31-40, 7% to age group of 41-50 years and 1% to age group of 50-above. Out of 100 respondents, 34% having no children, 22% having children between 1-3, 33% having children between 4-6, and 11% having children between 7 and above. In the category of experience, 21% having experience of 1-3 years, 44% having experience of 4-7 years, 24% having experience of 8-10 years and 12% having experience of 11 and above. Detail of respondents profile is given in Table 24.

Table 24 *Respondent Profile*

Variable	Category	Percentage
Age (in years)		
20-30	10	10.0
31-40	82	82.0
41-50	7	7.0
50 & above	1	1.0
Total experience (in years)		
1-3	21	21.0
4-7	44	44.0
8-10	24	24.0
11 & above	12	12.0
Tenure in current organization (in years)		
1-3	58	58.0
4-6	33	33.0
7 & above	9	9.0
No. of Children		
No children	34	34.0
1-3	22	22.0
4-6	33	33.0
7 & above	11	11.0
Gender		
Male	67	67.0
Female	33	33.0
Marital Status		
Married	79	79.0
Unmarried	21	21.0
Level of Education		
Master	31	31.0
MS/MPhil	60	60.0
PhD	09	9.0
Present Position/Scale		
Lecturer	79	79.0
Assistant Professor	20	20.0
Associate Professor	0	0.0
Professor	1	1.0

5.2 Personal Factor: Relationship and Contribution in Turnover Intention (H1 and H4): In order to find out teachers turnover intention, 12 questions (table 2) belonging to their personal life which may intend them to quit job were asked. The descriptive statistics of these questions is given in Table 25:

Table 25 *Descriptive Statistics (Mean and SD of Sample of Personal Factors)*

S. No	Variable	Mean	Std. Deviation	N
1	Health Problem	2.38000	0.89646	100
2	Family related problem	3.13000	0.92829	100
3	Because of Social Status	2.67000	1.01559	100
4	Because of children education	2.33000	0.84154	100
5	Difficult Job	2.15000	0.79614	100
6	Relative are changing job	2.14000	0.81674	100
7	Because of fun	2.48000	0.98964	100
8	Do not like boss personality	3.43000	1.08484	100
9	Expectation not fulfill	3.34000	1.03690	100
10	Family living in other area	2.35000	0.88048	100
11	Unable to publish paper	2.17000	0.84154	100
12	Unable to follow organization rules	2.24000	0.87755	100
Total	Turnover Intention	2.57	0.92	100

The respondents were slightly agreed to three facets of personal factors i.e. that they are intended to quit job because of family related problems (mean 3.13 & SD .92), they do not like their boss (mean 3.34 & SD 1.08), and their expectation from organization has not been fulfill (mean 3.34 & SD 1.06). However, they were not agreed to the nine facets of personal factors i.e. they are disagreed to quit job because of health problem (mean 2.38 & SD 0.89), social status (mean 2.67 & SD 1.01), because of children education (mean 2.33 & SD 0.84), job is difficult (mean 2.15 & SD 0.79), their relative are changing jobs (mean 2.14 & SD 2.14), because of fun (mean 2.48 and SD 0.98), family living in other area (mean 2.35 & SD 0.88), unable to publish paper (mean 2.17 & SD 0.84) and unable to follow organization rules (mean 2.24 & SD 0.88). The overall, employees were slightly disagree to quit job because of personal factors (mean 2.58 & SD 0.73)

Pearson correlation, zero order correlation and regression is used in Table 26, 4 and 5 to test the hypotheses H1 and H4.

Table 26 *Personal Factors Correlations*

Variable	Correlation	1	2	3	4	5	6	7	8	9	10	11	12	13
Health Problem	Pearson Correlation	1.000												
	Sig. (2tailed)	.												
Family related problem	Pearson Correlation	.072	1.000											
	Sig. (2tailed)	.476	.											
Social Status	Pearson Correlation	.072	.125	1.000										
	Sig. (2tailed)	.479	.214	.										
Children education	Pearson Correlation	.155	.004	.167	1.000									
	Sig. (2tailed)	.125	.970	.097	.									
Difficult Job	Pearson Correlation	.103	.150	.062	.180	1.000								
	Sig. (2tailed)	.306	.137	.541	.073	.								
Relative are changing job	Pearson Correlation	.134	.122	.105	.185	.172	1.000							
	Sig. (2tailed)	.185	.225	.299	.065	.086	.							
Because of fun	Pearson Correlation	.100	.052	.109	.038	.010	.066	1.000						
	Sig. (2tailed)	.323	.605	.281	.705	.919	.514	.						
Do not like boss personality	Pearson Correlation	.194	.196	.323**	.212*	.077	.023	.116	1.000					
	Sig. (2tailed)	.053	.050	.001	.034	.449	.820	.249	.					
Expectation not fulfill	Pearson Correlation	.055	.025	.088	.072	.111	.134	.013	.075	1.000				
	Sig. (2tailed)	.585	.802	.382	.477	.270	.184	.898	.457	.				
Family living in other area	Pearson Correlation	.055	.155	.006	.021	.090	.029	.107	.149	.021	1.000			
	Sig. (2tailed)	.587	.123	.951	.835	.373	.771	.291	.140	.836	.			
Unable to publish paper	Pearson Correlation	.168	.010	.005	.137	.129	.259**	.119	.163	.246	.042	1.000		
	Sig. (2tailed)	.095	.920	.964	.174	.201	.009	.237	.106	.014*	.681	.		
Unable to follow organization rules	Pearson Correlation	.194	.063	.022	.097	.139	.094	.227	.092	.065	.031	.177	1.000	
	Sig. (2tailed)	.053	.530	.830	.338	.168	.354	.023*	.362	.522	.757	.079	.	
Turnover Intention	Pearson Correlation	.221	.039	.216	.211	.100	.073	.272	.100	.102	.260	.034	.102	1.000
	Sig. (2tailed)	.027*	.701	.031*	.035*	.324	.469	.006**	.321	.314	.009**	.738	.312	.

* Correlation is significant at the 0.05 level (2tailed).

** Correlation is significant at the 0.01 level (2tailed).

The results supported only five facets out of 12. The first facet is that there is statistically positive relationship between turnover intention and health related problem was strongly supported by the results -0.221 at $p \leq .0271$. Similarly, the other three facets i.e. family related problem (0.216 at $p \leq 0.031$), because of fun (0.023 at $p \leq 0.006$) and family living in other area (0.260 at $p \leq 0.009$) are strongly supported. The fourth i.e. children education and turnover intentions and shows negative relation and were also strongly supported by the results -0.211 at $p \leq 0.035$. The H1 is accepted and there is strong relationship between personal factors and turnover intention.

In order to find out the contribution of each facets of personal factor in turnover intention of employees, coefficient of correlation is calculated in Table 27.

Table 27 *Coefficients of Correlation – Personal Factors (Beta Values)*

Variables		Standardized Coefficients	t	Sig.
	Std. Error	Beta		
(Constant)	0.533		1.200	0.232
Health Problem	0.060	0.252	3.426	0.001
Family related problem	0.056	0.060	0.837	0.404
Social Status	0.053	0.187	2.547	0.012
Children education	0.063	0.158	2.180	0.031
Difficult Job	0.066	0.084	1.170	0.244
Relative are changing job	0.065	0.027	0.367	0.714
Because of fun	0.052	0.180	2.525	0.013
Do not like boss personality	0.052	0.025	0.320	0.749
Expectation not fulfill	0.049	0.097	1.397	0.164
Family living in other area	0.058	0.275	3.916	0.000,
Unable to publish paper	0.064	0.093	1.263	0.208
Unable to follow organization rules	0.061	0.161	2.190	0.030

Dependent Variable: Turnover Intention

Table 27 shows the contribution of each factor in turnover intention. The most significant factors which contribute in turnover intentions are family living in other area (2.75% at p 0.00) and health related problems (2.52% at p 0.001). The other factors which also significantly contribute in turnover intentions are: social status (1.87% at p 0.012), children education (1.58% at p 0.31), fun (1.80% at p 0.013), unable to follow organization rules (1.61% at p 0.030).

The overall contribution of personal factors which contribute in turnover intentions is given in Table 28.

Table 28 *Regression Summary (Personal Factors)*

R	R Square	Adjusted R Square	Std. Error of Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
0.524	0.275	0.175	0.66173	0.275	2.746	12	87	0.003

Table 28 shows that 17.5% variations in turnover are associated with personal factors. Thus, the hypothesis H4 is accepted as personal factors have significant contribution in turnover intention of university employees.

5.3 Pull Factors: Relationship and Contribution in Turnover Intention (H2 and H5): In order to find out teachers turnover intention, 15 questions (table 6) belonging to pull factors of other organizations which may intend them to quit job, were asked. The descriptive statistics of these questions is given in Table 29:

Table 29 Descriptive Statistics (Mean and SD of Sample of Pull Factors)

S. NO	Variables	Mean	Std. Deviation	N
1	High salary	2.85000	1.00880	100
2	Promotion	2.41000	0.84202	100
3	Research environment	2.78000	1.00081	100
4	Research facilities/funding	2.65000	0.94682	100
5	Job Security	3.81000	0.87265	100
6	Location of organization	3.09000	1.09263	100
7	Organization freedom	2.67000	0.98530	100
8	Respect & values	2.37000	0.89505	100
9	Organization culture	2.51000	0.93738	100
10	More financial benefits	2.36000	0.87062	100
11	Lifework balance	2.78000	1.09710	100
12	High education opportunities	3.46000	1.09563	100
13	Children education	3.59000	1.10184	100
14	Organization support	3.46000	1.00925	100
15	Organization reputation	3.12000	1.05677	100
Total		2.93	0.98	100

The respondents were slightly agreed to quit present job because of six pull factors: job security (mean 3.81 & SD 0.87), good location of other organization (mean 3.09 & SD 1.09), higher education opportunities (mean 3.59 & SD 1.09), good children education (mean 3.59 & SD 1.10), organization support (mean 3.46 & SD 1.00) and reputation of pull organization (mean 3.12 & SD 1.05). However they are not agreed to quit the present job because of nine pull factors i.e. high salary (mean 2.85 & SD 1.00), promotion (mean 2.41 & SD 0.84), good research environment in pull organization (mean 2.78 & SD 1.00), good research facilities (mean 2.65 & SD 0.94), freedom in pull organization (mean 2.67 & SD 0.98), more respect and values (mean 2.137 & SD 0.89), good culture (mean 2.51 & SD 0.93), more financial benefits (mean 2.36 and SD 0.87) and life-work balance in pull

organization (mean 2.78 & SD 1.09). Overall the employees were slightly disagree to quit job because of pull factors (mean 2.93 & SD 0.98)

Pearson correlation, zero order correlation and regression is used in Table 30, 8 and 9 to test the hypotheses H2 and H5.

Table 30 Pull Factors Correlations

Variables		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
High Salary	Pearson Correlation	1.000															
	Sig. (2tailed)																
Promotion	Pearson Correlation	.097	1.000														
	Sig. (2tailed)	.337															
Research Environment	Pearson Correlation	.177	.132	1.000													
	Sig. (2tailed)	.078	.190														
Research facilities	Pearson Correlation	.008	.059	.285*	1.000												
	Sig. (2tailed)	.938	.560	.004													
Job Security	Pearson Correlation	.185	.072	.014	.081	1.000											
	Sig. (2tailed)	.065	.479	.893	.421												
location of organization	Pearson Correlation	.244*	.019	.287*	.372*	.120	1.000										
	Sig. (2tailed)	.014	.855	.004	.000	.236											
Organization freedom	Pearson Correlation	.091	.030	.156	.243*	.003	.112	1.000									
	Sig. (2tailed)	.368	.766	.120	.015	.975	.266										
Respect & values	Pearson Correlation	.096	.083	.171	.132	.026	.028	.037	1.000								
	Sig. (2tailed)	.344	.413	.089	.191	.795	.785	.716									
Organization culture	Pearson Correlation	.068	.116	.095	.055	.021	.231*	.075	.002	1.000							
	Sig. (2tailed)	.503	.249	.349	.585	.837	.021	.460	.988								
Financial benefits	Pearson Correlation	.269*	.100	.219*	.225*	.228*	.310*	.060	.035	.045	1.000						
	Sig. (2tailed)	.007	.323	.028	.024	.022	.002	.551	.731	.656							
Lifework balance	Pearson Correlation	.189	.044	.020	.129	.177	.076	.231*	.125	.277*	.096	1.000					
	Sig. (2tailed)	.060	.664	.844	.200	.077	.454	.021	.216	.005	.342						
Education Opportunity	Pearson Correlation	.072	.075	.038	.030	.156	.060	.179*	.092	.250*	.080	.043	1.000				
	Sig. (2tailed)	.475	.458	.708	.766	.122	.552	.074	.360	.012	.428	.671					
Children education	Pearson Correlation	.053	.057	.165	.023	.013	.187*	.358	.032	.058	.124	.058	.099	1.000			
	Sig. (2tailed)	.599	.577	.102	.822	.900	.062	.000	.748	.568	.220	.564	.326				
Organization Support	Pearson Correlation	-.269*	.105	.109	.054	.164	.038	.175	.179	.144	.110	-.391*	.181	.126	1.000		
	Sig. (2tailed)	.007	.297	.281	.594	.104	.708	.082	.075	.154	.276	.000	.071	.212			
Organization reputation	Pearson Correlation	.135	.010	.108	.073	.069	.167	.039	.058	.154	.113	-.291*	.013	.139	.099	1.000	
	Sig. (2tailed)	.182	.918	.283	.472	.496	.097	.699	.566	.126	.262	.003	.896	.166	.326		

Variables		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Turnover Intention	Pearson Correlation	.004	.197*	.113	.307*	.010	.105	.025	.142	.212*	.208*	.166	.077	.075	.214*	.203*	1.000
	Sig. (2tailed)	.970	.049	.264	.002	.923	.301	.802	.160	.034	.038	.099	.446	.456	.032	.043	.

The results supported only six facets out of 15. There is significant negative relationship between turnover intention and no promotion (0.197 at $p \leq 0.049$). Similarly, significant negative relationship was found between turnover and organization culture (0.212 at $p \leq 0.034$) and turnover and financial benefits (0.208 at $p \leq 0.038$). Similarly, two facets organization support (0.214 at $p \leq 0.032$) and organization reputation (0.203 at $p \leq 0.043$) are found significant correlated with turnover. The most significant factor is research facilities which are correlated to turnover intention (0.307 at $p \leq 0.002$).

In order to find out the contribution of each facets of pull factor in turnover intention of employees, coefficient of correlation is calculated in Table 31.

Table 31 *Coefficients of Correlation Pull Factors (Beta Values)*

Variables		Standardized Coefficients	t	Sig.
	Std. Error	Beta		
(Constant)	0.934		1.997	0.049
High Salary	0.079	0.129	1.177	0.243
Promotion	0.084	0.147	1.510	0.135
Good Research Environment	0.077	0.010	0.096	0.923
Good Research facilities/funding	0.086	0.237	2.129	0.036
Job Security	0.088	0.008	0.073	0.942
Good location of organization	0.080	0.126	1.050	0.297
Organization freedom	0.084	0.083	0.730	0.467
Respect & values	0.081	0.097	0.972	0.334
Good organization culture	0.083	0.162	1.516	0.133
More financial benefits	0.094	0.125	1.113	0.269
Lifework balance	0.080	0.075	0.624	0.534
High education Opportunities	0.068	0.004	0.037	0.971
Good Children education	0.071	0.157	1.455	0.149
Organization Support	0.083	0.123	1.073	0.286
Organization reputation	0.073	0.163	1.542	0.127

Dependent Variable: Turnover Intention

Table 31 shows the contribution of each facets of pull factor in turnover intention. However, only one factor i.e. good research facilities (2.37%) is significant.

The overall contribution of pull factors which contribute in turnover intentions is given in Table 32.

Table 32 *Regression Summary (Pull Factors)*

R	R Square	Adjusted R Square	Std. Error of Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
0.520	0.270	0.140	0.67566	0.270	2.071	15	84	0.019

The above table shows that 14.0% variations in turnover intention are associated with pull factors. Thus, hypothesis H5 is accepted as pull factors are significantly contributed in the turnover intention of university teacher.

5.4 Push Factors: Relationship and Contribution in Turnover Intention
(H3 and H6): In order to find out teachers turnover intention, 19 questions (table 10) belonging to push factors which may intend them to quit job were asked. The descriptive statistics of these questions is given in Table 33.

Table 33 *Descriptive Statistics (Mean and SD of Push Factors)*

S. No	Variables	Mean	Std. Deviation	N
1	Less salary	2.29000	0.93523	100
2	Less fringe benefits	2.40000	0.94281	100
3	No job security	2.65000	0.94682	100
4	Small size of organization	3.57000	1.06605	100
5	Organization location	2.19000	0.83720	100
6	Social status	3.57000	1.01757	100
7	Working environment	3.61000	1.08148	100
8	Lack of motivation	2.16000	0.83750	100
9	Employees conflict	3.51000	1.13258	100
10	Lack of recognition work	2.00000	0.66667	100
11	Lack of freedom	2.47000	0.93695	100
12	Lack of career advancement	3.71000	1.06643	100
13	Lack of research facilities	2.57000	0.93479	100
14	More office work load	2.21000	0.83236	100
15	More teaching load	2.38000	0.92965	100
16	Too tired to enjoy family life	2.41000	0.97540	100
17	Not enough time for family	3.45000	1.04809	100

S. No	Variables	Mean	Std. Deviation	N
18	Bad behavior of boss	2.38000	0.94045	100
19	No fairness	3.47000	1.05844	100
Total		2.79	0.96	100

The respondents were slightly agreed to quit present job because of seven push factors of present organization: small size organization (mean 3.57 & SD 1.06), social status (mean 3.57 & SD 1.01), working environment (mean 3.61 & SD 1.08), employees conflict (mean 3.51 & SD 1.13), lack of promotion (mean 3.71 & SD 1.06), life-work balance (mean 3.45 & SD 1.04) and no fairness/justice in present organization (mean 3.47 & SD 1.05). However, the employees were not agreed to quit the present job because of twelve push factors: less salary (mean 2.29 & SD 0.93), less fringe benefits (mean 2.40 & SD 0.94), no security in present job good (mean 2.65 & SD 0.94), organization location (mean 2.19 & SD 0.83), encouragement (mean 2.16 & SD 0.83), work recognition (mean 2.00 & SD 0.66), freedom (mean 2.47 & SD 0.93), lack of research facilities (mean 2.57 and SD 0.93), more office work (mean 2.21 & SD 0.83), more teaching load (mean 2.38 and SD 0.93), more work (mean 2.41 & SD 0.97) and bad behavior of boss (mean 2.38 & SD 0.94). Overall the employees were slightly disagree to quit job because of push factors (mean 2.79 & SD 0.96)

Pearson correlation, zero order correlation and regression is used in Table 34, Table 35 and Table 36 to test the hypotheses H3 and H6.

Table 34 *Push Factors Correlations*[illegible]

Variable		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
employees conflict	Pearson Correlation	.246*	.117	.011	.142	.050	.061	.057	.073	1.000											
	Sig. (2tailed)	.014	.245	.915	.160	.622	.548	.574	.471												
Lack of work recognition	Pearson Correlation	.130	.112	.080	.043	.000	.045	.084	.145	.107	1.000										
	Sig. (2tailed)	.199	.265	.429	.674	1.000	.659	.406	.151	.289											
Lack of freedom	Pearson Correlation	.189	.021	.120	.194*	.155	.055	.096	.045	.134	.113	1.000									
	Sig. (2tailed)	.060	.839	.234	.053	.123	.585	.340	.658	.185	.262										
Lack of career	Pearson Correlation	.117	.036	.119	.129	.119	.042	.099	.095	.032	.043	.064	1.000								
	Sig. (2tailed)	.245	.721	.240	.201	.239	.677	.327	.349	.754	.674	.524									
Lack of research facilities	Pearson Correlation	.156	.066	.205*	.187	.209*	.090	.092	.053	.153	.162	.332**	.299*	1.000							
	Sig. (2tailed)	.120*	.511	.041	.062	.037	.372*	.361	.599	.128*	.107*	.001*	.002								
More office work load	Pearson Correlation	.025	.072	.094	.068	.145	.023	.260*	.237*	.008	.018	.037	.126	.117	1.000						
	Sig. (2tailed)	.807	.476	.351	.502	.150	.817	.009	.018	.940	.857	.713	.211	.245							
More teaching load	Pearson Correlation	.244*	.025	.100	.003	.211*	.014	.122	.142	.016	.049	.060	.041	.170*	.143	1.000					
	Sig. (2tailed)	.015	.802	.323	.973	.036	.888	.225	.160	.878	.629	.556	.689	.090	.155						
tired to enjoy my family life	Pearson Correlation	.032	.083	.059	.013	.035	.167	.077	.217*	.145	.062	.169	.127	.118	.042	.016	1.000				
	Sig. (2tailed)	.752	.409*	.563	.895*	.733	.098	.448*	.030*	.149*	.539	.093*	.207	.243	.677*	.876*					
Not enough time for family	Pearson Correlation	.072	.041	.125	.042	.132	.060	.032	.021	.025	.275*	.050	.171	.120	.028	.014	1.000				
	Sig. (2tailed)	.479	.686	.216	.678	.191	.552	.755	.838	.804	.006	.622	.088	.234	.779	.009	.887				
Bad behavior of boss	Pearson Correlation	.046	.123	.037	.024	.131	.186	.032	.091	.186	.032	.056	.091	.004	.026	.203*	.335*	.247*	1.000		
	Sig. (2tailed)	.648	.223	.712	.816	.194	.063	.755	.369	.064	.750	.582	.369	.969	.797	.043	.001	.013			
no justice	Pearson Correlation	.075	.103	.157	.047	.024	.204*	.047	.291*	.017	.043	.213*	.066	.120	.128	.060	.232*	.144	.113	1.000	
	Sig. (2tailed)	.457	.307	.119	.645	.816	.041	.642	.003	.866	.671	.033	.514	.233	.206	.552	.020	.152	.263		
Turnover Intention	Pearson Correlation	.186	.021	.036	.074	.040	.127	.062	.221*	.096	.021	.022	.000	.047	.187*	.079	.014	.044	.136	.138	1.000
	Sig. (2tailed)	.064	.839	.720	.467	.696	.207	.542	.027	.342	.837	.826	.996	.644	.063	.437	.890	.664	.177	.172	

* Correlation is significant at the 0.05 level (2tailed).

** Correlation is significant at the 0.01 level (2tailed).

The results supported only 2 facets out of 19. There is significant negative relationship between turnover intention and lack of motivation (0.221 at $p \leq 0.027$). Similarly, significant relationship was found between turnover and more office work (0.187 at $p \leq 0.063$).

In order to find out the contribution of each facets of push factor in turnover intention of employees, coefficient of correlation is calculated in Table 35.

Table 35 *Coefficients of Correlation – Push Factors (Beta Vales)*

Variables		Standardized Coefficients	t	Sig.
	Std. Error	Beta		
Constant	1.127		2.002	0.049
Less salary	0.098	0.201	1.605	0.112
Less fringe benefits	0.086	0.116	1.049	0.297
No job security	0.086	0.073	0.653	0.516
Small size of organization	0.084	0.194	1.571	0.120

Variables		Standardized Coefficients	t	Sig.
	Std. Error	Beta		
Organization location	0.101	0.022	0.188	0.851
Social status	0.083	0.125	1.076	0.285
Working environment	0.078	0.039	0.332	0.741
Lack of motivation	0.101	0.185	1.598	0.114
Employees conflict	0.072	0.023	0.210	0.835
Lack of recognition work	0.125	0.014	0.127	0.899
Lack of freedom	0.092	0.035	0.297	0.767
Lack of career advancement	0.079	0.042	0.367	0.715
Lack of research facilities	0.100	0.084	0.659	0.512
More office work load	0.098	0.148	1.329	0.188
More teaching load	0.090	0.130	1.129	0.262
Too tired to enjoy family life	0.090	0.050	0.415	0.679
Not enough time for family	0.082	0.050	0.423	0.673
Bad behavior of boss	0.092	0.193	1.628	0.108
No fairness	0.081	0.102	0.868	0.388

Dependent Variable: Turnover Intention

Table 35 shows the contribution of each facet of push factor in turnover intention. However, no variable has significant contribution in turnover intention.

The overall contribution of push factors which contribute in turnover intentions is given in Table 36.

Table 36 Regression Summary of Push factors

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
0.450	0.202	0.013	0.72382	0.202	1.066	19	80	0.400

The above table shows that 1.3% variations in turnover are associated with push factors. However, hypothesis H6 is not accepted as pull factors are not significantly contributed in the turnover intention.

5.5 Comparison of Personal, Pull and Push Factors in term of their Contribution in Turnover Intention: Each facets of personal factor, pull factor and push factor is compared in Table 37 to show which facet is significantly contributed more in turnover intentions. Similarly, the overall contribution of

personal factor, pull factor and push factor in turnover intention has been shown in the last section of Table 37 from comparison point of view.

Table 37 *Comparison of Personal, Push and Pull Factors in Contributing Turnover Intention*

Variables	Personal Variables			Pull Factors			Push Factors		
	Beta Model	t	Sig	Beta Model	t	Sig	Beta Model	t	Sig
	1			2			3		
1. Personal Variables									
Health problem	.252	3.426	.001						
Family related issue	.060	.837	.404						
Children education	.187	2.547	.012						
Because of fun	-.158	-2.180	.031						
Because friends changing jobs	.084	1.170	.244						
Because I do not like boss	-.027	-.367	.714						
Unrealistic expectation	.180	2.525	.013						
Inability to publish paper	-.025	-.320	.749						
Social Status	.097	1.397	.164						
Difficulty in teaching	.275	3.916	.000						
Inability to follow rules	-.093	-1.263	.208						
Lining close to family	.161	2.190	.030						
2. Pull Variables									
High salary				.129	1.177	.243			
Career advancement				-.147	-1.510	.135			
Good research environment				.010	.096	.923			
More research facilities/funds				.237	2.129	.036			
Job security				.008	.073	.942			
Organization in good city				.126	1.050	.297			
More freedom and autonomy				-.083	-.730	.467			
More respect and values				-.097	-.972	.334			
Better organization culture				-.162	-1.516	.133			
More benefits				-.125	-1.113	.269			
Less work load (life-work balance)				-.075	-.624	.534			
Education opportunities				-.004	-.037	.971			
Children education facilities				.157	1.455	.149			
Good organization support				.123	1.073	.286			
Well reputation of organization				.163	1.542	.127			
3. Push Variables									
Less salary							.201	1.605	.112
Less fringe benefits							-.116	-1.049	.297
No job security							.073	.653	.516
Small organization size							.194	1.571	.120
Organization location							-.022	-.188	.851
Social status							-.125	-1.076	.285
Working environment							.039	.332	.741
Lack of motivation							-.185	-1.598	.114
Employees conflict							-.023	-.210	.835
Lack of work recognition							.014	.127	.899

Variables	Personal Variables			Pull Factors			Push Factors		
	Beta Model	t	Sig	Beta Model	t	Sig	Beta Model	t	Sig
	1			2			3		
Lack of freedom							-.035	-.297	.767
Lack of career advancement							-.042	-.367	.715
Lack of research facilities							.084	.659	.512
More office work load							.148	1.329	.188
More teaching load							.130	1.129	.262
job make tired to enjoy family life							-.050	-.415	.679
Not enough time for family							-.050	-.423	.673
Bad behavior of boss							-.193	-1.628	.108
No fairness/justice in organization							.102	.868	.388

R²	0.275	0.270	0.202
Adj. R²	0.175	0.140	0.013
Sig F Change	0.003	0.019	0.400

*Significant at the .05 level;

**Significant at the .01level

Table 37 indicates that the most significant facets of personal factors which contributed in turnover intention are difficulty in teaching and health problem. The other significant facets of personal factors are children education, unrealistic expectation for organization, living close to family and because of fun (enjoy in changing job). The overall contribution of personal factors in turnover intention is 17.5%.

In pull factor the most significant reason that employees quit are the more research facilities and funding which intent them to quit. The overall contribution of pull factors in turnover intention is 14.0%.

In push factor no significant reasons were found due to which employees quit. Similarly, the overall contribution of push factors in turnover intention is 1.3% which is not significant.

6. CONCLUSION

In literature various factors / reasons have been identified for the employee's turnover intentions. These factors of turnover intentions are different from organization to organization to some extent. In this paper all factors were divided into three main factors i.e. Personal Factors, Push Factors, and Pull Factors in order

to find out the contribution of each factor in turnover intention of the university teachers in Pakistan.

This paper concludes that the most significant factor is personal factor (17.5% contribution in turnover intention) followed by pull factor (14.0% contribution in turnover intention). The push factor also contributed in turnover (1.3%) but not significantly.

The most significant reasons in personal factor are difficulty in teaching (employees quit a university job because teaching is difficult for them) and health problem (employees quit a job because they have health related problem). Other reasons which were found significant are: children education (employees quit jobs because they did not find good education facilities in the area), unrealistic expectation for organization (employees quit job because the organization did not meet their expectation), living close to family (employees quit job because they are away from their family) and because of fun (employees quit job because they enjoy in changing job).

The most significant reason in the pull factor that compels employees to quit job is more research and funding facilities of other universities. In push factor no significant reasons were found due to which employees quit.

The overall conclusion is that personal factors are the more significant in turnover intention in case of university teacher in Pakistan. Therefore the organization may take into consideration the personal problems of their employees to reduce turnover of their good employees.

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Questionnaire

The following questionnaire is designed to analyze/measure the turnover intentions of university teachers. You are requested to kindly fill the questionnaire. The information gathered through this questionnaire would be kept confidential and would be used only for research purpose.

PART A (SOCIO DEMOGRAPHIC FACTORS)

Please tick/fill as appropriate to you

- 1 Your gender: Male Female
- 2 Your age (in years): _____
- 3 Your marital Married Unmarried status:
- 4 Your number of children: _____
- 5 Your highest level of completed Bachelor Master MS/MPhil PhD Education:
- 6 Your total experience (in years): _____
- 7 Your tenure in current organization (in years): _____
- 8 Your present Lecturer Assistant Professor Associate Professor Professor position:

PART B (PERSONAL FACTORS)

What are the main factors that intend you to resign or switch to new job? (Please circle which is more appropriate to you)

	Questions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	Because of my health problem					
2	Because of my family related problem					
3	Because of my children education as good schools are not available in the city where my origination is located					
4	Because social status of teachers is quit low					
5	Because teaching is difficult job					
6	Because some of my friends/relatives are changing jobs					
7	Because of fun					
8	Because I do not like the style/personality of my boss					
9	What I expected from my present job, are not available					
10	Because I want to leave with my family as my organization is located in other area					

	Questions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
11	I am unable to publish research paper as required					
12	I am unable to follow organization timing, rules and regulation					

PART C (PULL FACTORS)

What are the main factors that attract (pull) you to switch to new job? (Please circle which is more appropriate to you)

	Questions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	High salary					
2	Career advancement / promotion					
3	Good research environment					
4	More research facilities and funds					
5	Job security					
6	Organization is locate in good region / city					
7	More freedom and autonomy					
8	More respect and values					
9	Good organization culture					
10	More financial benefits					
11	Less work load (life-work balance)					
12	Higher education opportunities					
13	Availability of good education for children					
14	Good organization support					
15	Well reputation of organization					

PART D (PUSH FACTORS)

What are the main factors which push you to leave your present jobs? (Please tick which is more appropriate to you)

	Questions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	Because I have less salary					

	Questions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
2	Because fringe benefits are less					
3	Because my job is not secure					
4	Because size of present organization is small					
5	Because organization is located in small town					
6	Because it is not according to my social status					
7	Because working environment is not good					
8	Lack of motivation and encouragement for good work					
9	There is conflict among employees					
10	Lack of recognition of my work					
11	Lack of freedom in present organization					
12	Lack of career advancement					
13	Lack of research facilities and opportunities					
14	More office work load					
15	More teaching load					
16	Because job make me too tired to enjoy my family life					
17	Because my job does not give me enough time for my family					
18	Bad behavior of my boss					
19	Because there is no fairness/justice in organization					

PART E (INTENTION TO QUIT)

The following questions are related to your intention to quit from present organization. Please tick as appropriate.

	Questions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	As soon as I can find a better job will quit at this organization					
2	I often think about quitting my job					

Thanks